LESSON 203

LEADERSHIP ASSESMENT PROGRAM LAP DOCUMENTATION

LEADERSHIP ASSESMENT PROGRAM

TERMINAL LEARNING OBJECTIVE

- **Action: Students demonstrate conceptual knowledge and practical knowledge of the aspects and components of quality Leadership Assessment Counseling and Leadership Assessment Program (LAP) Forms.**

- **Conditions: In the classroom and OCS environment, given classroom instruction, TAC Guide, LAP forms.**

- **Standard: Demonstrate conceptual knowledge and practical knowledge (hands on) of all content found on all Leadership Assessment Program (LAP) forms. Correctly complete all LAP forms with the correct information and**

LEADERSHIP ASSESMENT PROGRAM

REFERENCES

- **FM 22-100, Army Leadership 31 August 1999**
- **OCS TAC GUIDE January 2007**
- **ARNG CMP 01 October 2006**

LEADERSHIP ASSESMENT PROGRAM

LEADERSHIP DEFINED IAW FM 22-100:

Leadership is *influencing* people by providing purpose, direction, and motivation while *operating* to accomplish the mission and *improving* the organization.

LEADERSHIP ASSESMENT PROGRAM

- **Foundation in FM 22-100, Army Leadership, Chapters 2, 4, 5 and Appendix B, Performance Indicators**

- **Standard: OC is graded against the leadership performance expected of a second lieutenant**

- **TACs have a wide variety of backgrounds and experiences with differing level of skills and knowledge**

- **Each OC in each leadership evaluation**

LEADERSHIP ASSESMENT PROGRAM

FM 22-100 PROVIDES YOU:

- **Framework to develop your officers, NCOs, enlisted soldiers and provides the framework to assess and evaluate OCs in leadership positions**
- **Guideline for self development and self improvement**
- **Leader’s plan of action**
- **Process and procedure for developmental counseling**

LEADERSHIP ASSESMENT PROGRAM

FM 22-100 DOES:

- Allow you to Be Know and Do
- Help you set the leadership example
- Help you know your profession
- Help you improve your organization
- Help you take care of your soldiers
- Develop the next generation of Army leaders

LEADERSHIP ASSESMENT PROGRAM

LEADERSHIP FRAMEWORK AS OUTLINED IN FM 22-100

Leaders of Character Acts to achieve excellence by providing purpose, direction, and motivation					
Values *"Be"*	**Attributes** *"Be"*	**Skills** *"Know"*	**Actions** *"Do"*		
			Influencing	**Operating**	**Improving**
Loyalty **Duty** **Respect** **Selfless Service** **Honor** **Integrity** **Personal courage**	**Mental** **Physical** **Emotional**	**Inter-Personal** **Conceptual** **Technical** **Tactical**	**Communicating** **Decision-Making** **Motivating**	**Planning** **Executing** **Assessing**	**Developing** **Building** **Learning**

23 DIMENSIONS

LEADERSHIP ASSESMENT PROGRAM

HISTORY OF ARMY COUNSELING

Circa 1775 – 1950: Screamed at everyone at all times telling them how they screwed up

Circa 1950 – 1975: Telling everyone all the time how to do their job

Circa 1975 – 1999: Telling soldiers how they are doing their job and what they need to improve on

1999 – Present: Counsel soldier on what their job is, what is expected of them, how well they are doing their job, and what they need to improve upon / follow-up

LEADERSHIP ASSESMENT PROGRAM

ASSESSMENT / COUNSELING TOOLS

1. Leadership Evaluation In-Brief (Blue Card)
2. Leadership Observation Report (LOR) - (Green Card)
3. Candidate Self-Assessment Report (SAR) - (Yellow Card)
4. Leadership Evaluation Report (LER)
5. Field Leadership Evaluation Report (FLER) (Tan Card)
6. DA Form 4856-E Developmental Counseling Form
7. Spot Report Positive/Negative (Green Card)

LEADERSHIP ASSESMENT PROGRAM

LEADERSHIP EVALUATION IN BRIEF

•Used as initial counseling for each Leadership Position. Card completed pr holding position. The candidates will be rated only in the following Positions PL, PSG and SL.

•Similar to OER Support Form, Contract with Evaluator.

•Read responsibilities of position to candidate.

•Look at Training Schedule and list Critical Events (at a min of 3). Addition •also be listed in this section.

•List your expectations as the Evaluator for each Critical Event. Additional •require an expectation.

•Expectations should be stated in measurable terms, i.e. specific time, stand FMs, and/or min score on exam.

•Place Date and "OC LAST NAME HAS BEEN COUNSELED AND UNDERSTAN EXPECTATIONS" in the Summary of Counseling block.

•Candidate writes his/her comments on expectations.

LEADERSHIP EVALUATION IN BRIEF

PART I- ADMINISTRATIVE DATA

CANDIDATE NAME (Last, First, MI)	LAST 4	PLT	CO	PHASE	DATE	POSITION

RATER'S NAME/RANK/POS		FROM: DAY/MONTH/YEAR	TO: DAY/MONTH/YEAR

PART II- EXPLANATION OF RATING SYSTEM

SCALE

E	S	N
Excellent	**Satisfactory**	**Not Satisfactory**

PART III- DUTY DESCRIPTION

PART IV- CRITICAL EVENTS/EXPECTATIONS

LEADERSHIP EVALUATION IN BRIEF

PART V SUMMARY

Date and Summary of Counseling

Candidate Comments on Expectations

Rater's Signature	Date signed	Candidate's Signature	Date signed

LEADERSHIP EVALUATION IN BRIEF

PART I- ADMINISTRATIVE DATA

CANDIDATE NAME (Last, First, MI)	LAST 4	PLT	CO	PHASE	DATE	POSITION
DOE, JANE	**6789**	**2ND**	**A**	**I**	**15JUNxx**	**CO**

RATER'S NAME/RANK/POS		FROM: DAY/MONTH/YEAR	TO: DAY/MONTH/YEAR
MAPLES. TIMOTHY R., MAJ., CO		**15JUNxx**	**16JUNxx**

PART II- EXPLANATION OF RATING SYSTEM

SCALE

E	S	N
Excellent	**Satisfactory**	**Not Satisfactory**

PART III- DUTY DESCRIPTION

TAKES OWNERSHIP OF ALL THE COMPANY DOES OR FAILS TO DO. EXERCISES COMMAND THROUGH THE STUDENT CHAIN OF COMMAND. SUPERVISES PLA IN THE ENFORCEMENT OF POLICIES, PROCEDURES, AND STANDARDS OF OCS. REPORTS THE COMPANY TO SCHEDULED AREA OF TRAINING AT THE CORRE THE PROPER UNIFORM WITH THE REQUIRED EQUIPMENT. PERFORMS DUTIES BY PLANNING. MAKING TIMELY DECISIONS, ISSUING ORDERS, DELEGATING PERSONALLY SUPERVISING COMPANY ACTIVITIES. BE AVAILABLE AT ALL TIMES DURING TOUR, EXCEPT WHILE ATTENDING TRAINING. ENSURES THAT PRO CLASSROOM AND BREAK PROCEDURES ARE FOLLOWED BY ALL MEMBERS OF THE COMPANY. NOTIFIES THE SENIOR TAC OR OTHER CADRE PERSONNEL O OR UNUSUAL OCCURRENCES AS SOON AS POSSIBLE. CONDUCTS SPOT INSPECTIONS OF THE COMPANY AREA FOR APPEARANCE AND PREPAREDNESS FOR MAINTAINS THE COMPANY IN AN INSPECTION READY STATUS AT ALL TIMES. LEADS BY EXAMPLE IN THE EXECUTION OF ALL ASSIGNED TASKS.

PART IV- CRITICAL EVENTS/EXPECTATIONS

1. IMPLEMENT PT PROGRAM	**1. PLAN PHYSICAL TRAINING FOR COMPANY A WH USING FM 21-20. OC DOE WILL WRITE HIS PLA TURN-IN NLT 2230 15JUNxx. OC DOE WILL ALS PARTICIPATE IN PT WHILE DEMONSTRATING EXCELLENT PHYSICAL STAMINA.**
2. TURN-IN COMPANY OPORD	**2. COMPANY OPORD WILL BE WRITTEN IAW FM 7-8 AND THE OC GUIDE, AND TURN-IN TO EVALUATI TAC WHILE OBSERVING 1/3, 2/3 RULE.**
3. OPERATIONS EXAM	**3. OC DOE IS EXPECTED TO PASS THE OPERATIONS EXAM WITH A MINIMUM OF 70%, FIRST TIME "C**
ADDITIONAL DUTIES LISTED HERE	

LEADERSHIP EVALUATION IN BRIEF

PART V SUMMARY

Date and Summary of Counseling

15JUNXX

OC DOE HAS BEEN COUNSELED AND UNDERSTANDS MY EXPECTATIONS.

Candidate Comments on Expectations

CANDIDATE WRITES HIS/HER COMMENTS ON EXPECTATIONS HERE.

Rater's Signature	Date signed	Candidate's Signature	Date signed
TIMOTHY R. MAPLES	**15 Jun XX**	**JANE DOE**	**15 Jun XX**

LEADERSHIP ASSESMENT PROGRAM

LEADERSHIP OBSERVATION REPORT (LOR)

•Circle the nature of the report (LEADERSHIP).

•Circle the appropriate Action that applies to the situation, show the link to Skills and/or Attributes.

•At a minimum, write one LOR per Critical Event highlighted on the In-Brief Card.

•Use "TER" Format--TIME, EVENT, and RESULT. Time it happened, if two days, put date and time. List the event and the result. Use this format for each entry.

•On back of card in Corrective Actions section place "SEE LER".

•Be very specific in TER. This card is the documentation used to back up the LER.

LEADERSHIP OBSERVATION REPORT

1. NAME (Last, First, MI)	2. RANK	3. POSITION	4. DATE
DOE, JANE	OC	CO	15JUNxx

5. UNITA___COMPANY, ___PLT ___SQD

Nature of Report
Leadership/Spot Negative/Spot Po

VALUES/ATTRIBUTES/SKILLS/ACTIONS

ARMY VALUES

Loyalty **Duty** **Respect** **Selfless-Service** **Honor** **Integrity** **Personal Courage**

Required Attributes
Mental
Physical
Emotional

Required Skills
Conceptual
Interpersonal
Technical
Tactical

Influencing Actions
Communicate
Make Decisions
Motivate

Operating Actions
Plan & Organize
Execute Actions
Assess Progress/results

Improving Actions'
Develop People
Build Teams
Learn from Experience

OBSERVATION AND REMARKS (TIME/EVENT AND RESULTS)

T: 0500

E: PHYSICAL TRAINING

R: DID NOT USE FM 21-20 TO DEVELOP AND IMPLEMENT P.T. PLAN. DID NOT COORDINATE WITH HER PLATOON LEADERS FOR NEEDED EQUIPMENT.

SHOULD HAVE ONE SPOT REPORT FOR EACH CRITICAL EVENT LISTED ON IN-BRIEF

BACK SIDE (SPOT REPORT)

OBSERVATION AND REMARKS (TIME/EVENT AND RESULTS) CONT.

CORRECTIVE TRAINING/COURSE OF ACTION TO BE TAKEN

“SEE LER”

CADRE SIGNATURE	**DATE**	**CANDIDATE SIGNATURE**	**DA**
TIMOTHY R. MAPLES	15JUNXX	JANE DOE	15JUNXX

LEADERSHIP ASSESMENT PROGRAM
SELF-ASSESSMENT REPORT

•Used by candidates while in leadership positions, using the "TER" format. This per the OC Guide.

•Candidate writes down everything he/she does in that position.

•Continue on the back of card the same as the front until the last card is turned in.

• Last card should have three Strengths and three Weaknesses and counsel the counsel session is left blank.

• Candidate does not write in the "ACTIONS I WILL TAKE TO IMPROVE". OC writes comments on the LER. "SEE LER"

• Candidates signs and dates each card.

CANDIDATE SELF-ASSESSMENT REPORT

CANDIDATE	CO/PLT	*DUTY POSITION*	DURATION	*DATE*
OC DOE, JANE	**A**	**CO**	**24 HRS.**	**15JUNxx**

SUMMARY OF PERFORMANCE (Describe the Time, the Event, and the Result)

CANDIDATE USES TIME, EVENT, AND RESULT (TER) FORMAT FOR ALL ENTRIES

EXAMPLES:

T: 1800HRS
E: TOOK COMMAND OF COMPANY A
R: GAVE WARNING ORDER TO PLT LDR'S AND BEGAN WORKING ON OPORD ASKED PLs TO NAME SQUAD LEADERS FOR THEIR PLATOONS.

T: 1900HRS
E: ISSUED OPORD
R: GATHERED ALL KEY PERSONNEL AND ISSUED COMPANY OPORD. I CONDUCTED A BACK-BRIEF AND ALL LEADERS UNDERSTOOD THE MISSION AND THE COMMANDER'S INTENT.

~~*SUMMARY (Continued)(List your primary strengths and weaknesses)*~~

HAVE CANDIDATE MARK OUT HEADINGS AND CONTINUE AS ON FRONT OF CARD, UNTIL LAST CARD IS TURNED IN.

~~*ACTIONS I WILL TAKE TO IMPROVE*~~

CANDIDATE SIGNS AND DATES ALL CARDS

CANDIDATE'S SIGNATURE

DATE

SUMMARY CONTINUED (List primary strengths and weaknesses)

CANDIDATE CONTINUES WITH ENTRIES ON BACK OF CARD UNTIL THE LAST CARD IS TURNED IN. ON LAST CARD CANDIDATE WILL LIST 3 STRENGTHS AND 3 WEAKNESSES IN THIS BLOCK

EXAMPLE:

STRENGTHS	**WEAKNESSES**
PHYSICAL STAMINA	**ORAL COMMUNICATION**
WRITTEN COMMUNICATION	**DELEGATION**
PLANNING & ORGANIZING	**JUDGEMENT**

ACTIONS I WILL TAKE TO IMPROVE

CANDIDATE DOES NOT WRITE IN THIS BLOCK. CORRECTIVE ACTIONS GIVEN BY THE EVALUATOR WILL BE WRITTEN ON THE LER.

CANDIDATE SIGNS AND DATES ALL CARDS

CANDIDATE'S SIGNATURE	*DATE*
JANE DOE	**13JUNxx**

LEADERSHIP ASSESMENT PROGRAM

EXPLANATION OF RATING SYSTEM

“E” EXCELLENT

“S” SATISFACTORY

“N” NOT SATISFACTORY

NOTE: USE CHAPTER 3, TAC GUIDE FOR REFERENCE TO RATING SYS

LEADERSHIP ASSESMENT PROGRAM

LEADERSHIP EVALUATION REPORT

•Form uses Actions, Skills and Attributes from BE, KNOW, DO. Uses Arm
as outlined in FM 22-100.

•Very subjective, be able to defend rating.

•The candidate has a “YES “ in the Army Values section until proven othe
“NO” requires a DA Form 4856-E.

•There are three categories: ACTIONS, SKILLS and ATTRIBUTES with s
under each one.

•The Evaluation must begin with an Action and that Action is followed by
an Attribute.

•An Action is Mandatory and must have at least a Skill or an Attribute. C
both but one is required.

LEADERSHIP ASSESMENT PROGRAM

LEADERSHIP EVALUATION REPORT

- **In Part IV Section B the Actions/Skills/Attributes recorded on the LORs a in the blocks and scored appropriately.**

- **Evaluate candidate in as may areas as possible. There should be a minimu separate Actions evaluated. How can the candidate be in the Chain of Com Communication, Planning and Delegation?**

- **If Skills and Attributes are the same from separate LORs, combine scores a average of both scores.**

  Example: An Excellent "E" and an Not Satisfactory "N" would equa to a Satisfactory "S"

- **The Overall Score is based on an average of all Actions, Skills and Attribut**

- **The TAC must use Critical Reasoning when averaging scores.**

Summary of Counseling gives an Overview of rated period. This is where yo the candidate of how and where to get help from FMs and TMs. This should directive in nature "YOU WILL…INSTEAD OF YOU SHOULD".

LEADERSHIP ASSESMENT PROGRAM

LEADERSHIP EVALUATION REPORT

• Candidate's Plan for Improvement – Candidate writes how they will take the evaluators advice and plans to improve.

•Follow-Up – This section is how you will ensure the candidate understands their deficiencies and how the will correct them. Give them a NLT Time and Date to Turn-In.

- Examples: Write a Report
  Show the corrections from FM
  Re-write the Company OPORD
  Follow-up can be given orally

•If you do not have a Follow-Up, place "N/A"

•After correction has been made, place "OK" and Initial.

•Candidate and Rater signs and dates form.

LEADERSHIP EVALUATION REPORT

PART I- ADMINISTRATIVE DATA

CANDIDATE NAME (Last, First, MI)	SSN	PLT	CO	PHASE	DATE	POSITION
DOE, JANE	6789	2ND	A	I	16JUN05	CO

RATER'S NAME/RANK/POS	PERIOD COVERED	FROM	TO
MAPLES, TIMOTHY, R. MAJ, CO		DAY 15 MONTH JUN YEAR 05	DAY 16 MONTH JU YEAR N 05

PART II- EXPLANATION OF RATING SYSTEM

E	S	N
EXCELLENT	SATSIFACTORY	NOT SATISFACTORY

PART III- DUTY DESCRIPTION

TAKES OWNERSHIP OF ALL THE COMPANY DOES OR FAILS TO DO. EXERCISES COMMAND THROUGH THE STUDENT CHAIN OF
SUPERVISES PLATOON LEADERS IN THE ENFORCEMENT OF POLICIES, PROCEDURES, AND STANDARDS OF OCS. REPORTS THE
TO SCHEDULED AREA OF TRAINING AT THE CORRECT TIME, IN THE PROPER UNIFORM WITH THE REQUIRED EQUIPMENT. PER
DUTIES BY PLANNING. MAKING TIMELY DECISIONS, ISSUING ORDERS, DELEGATING TASKS, AND PERSONALLY SUPERVISING C
ACTIVITIES. BE AVAILABLE AT ALL TIMES DURING TOUR, EXCEPT WHILE ATTENDING TRAINING. ENSURES THAT PROPER CLAS
AND BREAK PROCEDURES ARE FOLLOWED BY ALL MEMBERS OF THE COMPANY. NOTIFIES THE SENIOR TAC OR OTHER CADRE
PERSONNEL OF EMERGENCIES OR UNUSUAL OCCURRENCES AS SOON AS POSSIBLE. CONDUCTS SPOT INSPECTIONS OF THE
AREA FOR APPEARANCE AND PREPAREDNESS FOR TRAINING. MAINTAINS THE COMPANY IN AN INSPECTION READY STATUS A
TIMES. LEADS BY EXAMPLE IN THE EXECUTION OF ALL ASSIGNED TASKS.

PART IV – PERFORMANCE EVALUATION
(ARMY VALUES, ATTRIBUTES, SKILLS AND ACTIONS ***IAW FM 22-100***)

CHARACTER: Disposition of the leader: combination of values, attributes, and skills affecting leader actions

a. ARMY VALUES (Comments mandatory on a DA Form 4856E for all "NO" entries.)

1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit, and the soldier	
2. DUTY: Fulfills professional, legal, and moral obligations	**5. HONOR**: Adherence to the Army's publicly declared code of values
3. RESPECT: Promotes dignity, consideration, fairness, & EO	**6. INTEGRITY**: Possesses high personal moral standards; honest
4. SELFLESS-SERVICE: Places Army priorities before self	**7. PERSONAL COURAGE**: Manifests physical and moral bravery

b. LEADER ATTRIBUTES / SKILLS / ACTIONS:
Mark "E", "S", or "N" for each observed dimension. IMPROVE comments in Part V are mandatory when rating of "N" is indicated.

1. *ATTRIBUTES* *Fundamental qualities and characteristics*	**ME MENTAL** E N X S Possesses desire, will, initiative and discipline	**PH PHYSICAL** E N S Maintains appropriate level of physical fitness and military bearing	**EM EMOTIONAL** E N S Displays self-control; calm under pressure
2. *SKILLS* *Skill development is part of self-development; prerequisite to action*	**CN CONCEPTUAL** E N S Demonstrates sound judgment, critical/creative thinking, moral reasoning	**IP INTERPERSONAL** E N S Shows skill with people; coaching, teaching, counseling, motivating and empowering	**TE TECHNICAL** E N X Possesses the necessary expertise to accomplish all tasks and functions
	TA TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting E N S		

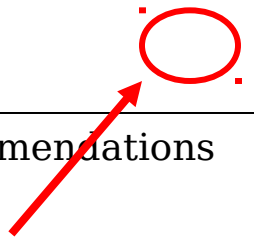
3. *ACTIONS* *Major activities leaders perform; influencing, operating and improving*

INFLUENCING *Method of reaching goals while operating/improving*	**CO COMMUNICATING** E N S Displays good oral, written, and listening skills for individual / groups	**DM DECISION-MAKING** E N X Employs sound judgment, logical reasoning, and uses resources wisely	**MO MOTIVATING** E N S Inspires, motivates, and guides others toward mission accomplishment
OPERATING *Short-term mission accomplishment*	**PL PLANNING** E N S Develops detailed, executable plans that are feasible, acceptable, and suitable	**EX EXECUTING** E N S Shows tactical proficiency, meets mission standards, and takes care of people / resources	**AS ASSESSING** E N S Uses after-action and evaluation tools to facilitate consistent improvement
IMPROVING *Long-term improvement in the Army, its people, and organizations*	**DE DEVELOPING** E N S Invests adequate time and effort to develop individual subordinates as leaders	**BD BUILDING** E N S Spends time and resources improving teams, groups, and units; fosters ethical climate	**LR LEARNING** E N S Seeks self-improvement and organizational growth; envisioning, adapting and leading

PART V- PERFORMANCE , RECOMMENDATIONS and SUMMARY OF COUNSELING

Overall Evaluation

E S N



Summary of Counseling and recommendations

CIRCLE APPROPRIATE RATING FOR OVERALL EVALUATION. THIS EVALUATOR'S RATING IS VERY SUBJECTIVE. BE ABLE TO DEFEND RATING WITH DOCUMENTATION (LORs).

SUMMARIZE THE OCs COUNSELING FROM HIS/HER LORs

Candidate's plan for improvement

CANDIDATE IDENTIFIES THEIR PLAN TO CORRECT THE DEFICIEN
HIGHLIGHTED ABOVE OR HOW TO SUSTAIN POSITIVE COMMENT

Follow up

- THIS SECTION IS HOW YOU WILL ENSURE THE CANDIDATE UNDERSTANDS THEIR DEFICIENCIES AND HOW THEY WILL CORRECT THEM. GIVE THEM A NLT TIME AND DATE TO TURN-IN.

EXAMPLES: WRITE A REPORT
SHOW THE CORRECTION FROM FM.
RE-WRITE THE COMPANY OPORD

FOLLOW-UP CAN BE ORAL

- AFTER CORRECTION HAS BEEN MADE, PLACE "OK" AND INITIAL.
- IF NO FOLLOW-UP IS ASSIGNED TO CANDIDATE PLACE "N/A" IN THIS SECTION.

Rater's Signature	Date Signed
Candidate's Signature	Date Signed

LEADERSHIP ASSESMENT PROGRAM

FIELD LEADERSHIP EVALUATION REPORT

- **It is appropriate to use FLER during the following situations:**
  - **Field Leadership Exercise**
  - **Squad/Platoon Lanes**
  - **LRC/FLRC**
  - **Primarily toward the end of Phase 2 and all of Phase 3**

- **FLER is based on the 8 Troop Leading Procedures and uses the same rating scale.**

- **Comments are required on all blocks marked E or NI. It is recommended to make comments on all TLP's.**

- **Must list 3 sustains and improves.**

- **Summary is the same as the LER.**

- **It is important to remember that this evaluation is based on the TLP's not Tactics.**

FIELD LEADERSHIP PERFORMANCE EVALUATION REPORT

CANDIDATE NAME (LAST, FIRST, MI) POSITION	LAST 4	CO/PLT/SQD	PHASE	DATE
Doe, Jane	6789	A/1/1	3	28 JUL XX

Sq

	E-S-N	TROOP LEADING PROCEDURES
RECEIVE THE MISSION	S	COMMENTS: Simple mission did not ask many questions
ISSUE WARNINGDER	E	COMMENTS: Good info in warning order
MAKE A TENTATIVE PLAN	E	COMMENTS: Very knowledgeable. Good info in warning order
START NECESS. MVMNT	E	COMMENTS: Squad conducted rehearsals while SL was on recon
RECONNAISSANCE	S	COMMENTS:
COMPLETE PLAN	S	COMMENTS:
ISSUE OPORD	S	COMMENTS: Use more detail in sandtable
SUPERVISE / REFINE	E	COMMENTS: Execution of mission went very well

E – EXCELLENT Exceeds requirements

S – SATISFACTORY Meets requirements

NI – NEEDS IMPROVEMENT Fails to meet requirements

OBSERVATIONS AND REMARKS

SUSTAIN

Good command and control
Good OPORD Brief
Good rehearsals

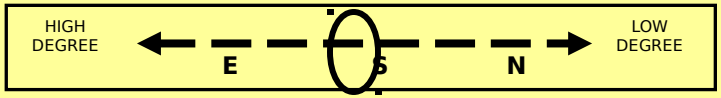
IMPROVE

Keep AAR Simple
Create interaction w/ discussion
Sand table needs to be more detailed

SUMMARY

Very knowledgeable. Excellent execution of mission. Will make a good officer.

LEADERSHIP PERFORMANCE RATING



RATER NAME (LAST, FIRST MI), RANK	RATER SIGNATURE	DATE
MAPLES, TIMOTHY R.	**TIMOTHY R. MAPLES**	**18 July 20XX**
CANDIDATE NAME (LAST, FIRST MI)	**CANDIDATE SIGNATURE**	**DATE**
DOE, JANE.	**Jane Doe**	**18 July 20XX**

LEADERSHIP ASSESMENT PROGRAM

SPOT REPORT (NEGATIVE/POSITIVE)

- **Circle the Nature of the Report (NEGATIVE or POSITIVE SPOT).**

- **Used for writing Positive or Negative Observations from TAC Officers, TAC NCOs, and Instructors.**

- **Use "TER" Format—TIME, EVENT, and RESULT. Time it happened, List the Event and the Result. Use this format for each entry.**

- **On the back of card in Corrective Actions Section, place the appropriate corrective action.**

- **Candidate and Cadre sign and date.**

LEADERSHIP OBSERVATION REPORT

1. NAME (Last, First, MI)	2. RANK	3. POSITION	4. DATE
DOE, JANE	OC	CO	15JUNxx

5. UNIT A___COMPANY, _____PLT_____SQD

Nature of Report
Leadership/Spot Negative/Spot Po

VALUES/ATTRIBUTES/SKILLS/ACTIONS

ARMY VALUES

Loyalty **Duty** **Respect** **Selfless-Service** **Honor** **Integrity** **Personal Courage**

Required Attributes	Required Skills	Influencing Actions	Operating Actions	Improving Actions'
Mental	Conceptual	Communicate	Plan & Organize	Develop People
Physical	Interpersonal	Make Decisions	Execute Actions	Build Teams
Emotional	Technical	Motivate	Assess Progress/results	Learn from Experience
	Tactical			

OBSERVATION AND REMARKS (TIME/EVENT AND RESULTS)

T: 0800

E: Opportunity Training

R: OC Doe took the opportunity during break to teach battle drills to help the weaker candidates.

BACK SIDE (SPOT REPORT)

OBSERVATION AND REMARKS (TIME/EVENT AND RESULTS) CONT.

CORRECTIVE TRAINING/COURSE OF ACTION TO BE TAKEN

“No action required”

CADRE SIGNATURE	**DATE**	**CANDIDATE SIGNATURE**	**DA**
TIMOTHY R. MAPLES	15JUNXX	JANE DOE	15JUNXX

LEADERSHIP ASSESMENT PROGRAM

Check on Learning

LEADERSHIP ASSESMENT PROGRAM

RECOMMENDATIONS:

1. **Review FM 22-100**

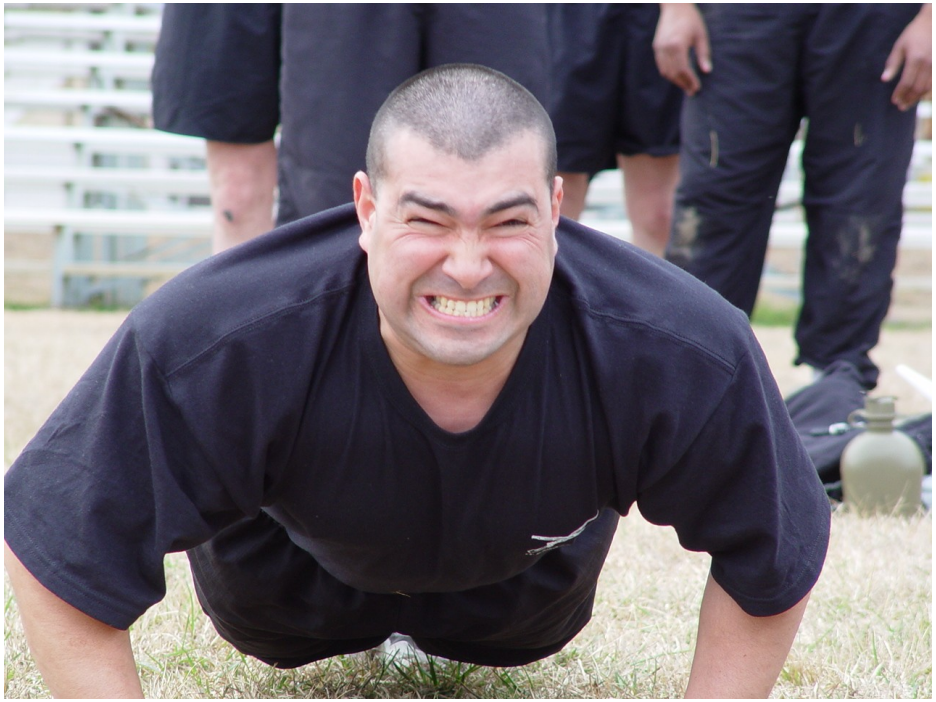
2. **Know and <u>live</u> the Army values for yourself and your subordinates**

3. **Sort out Attributes, Skills, Actions & the components of each**

4. **Use cheater card with definitions spelled out until the Army Values and the Actions, Skills and Attributes are second nature (they are simply the things that all good leaders do naturally, we just need to be able to verbalize it as well)**

BE the EXPERT in the EYE of the OFFICER CANDIDATE

LEADERSHIP ASSESMENT PROGRAM



Assessing Leadership with Values, Attributes, Skills and Actions

"The Army Of Tomorrow Relies On The Army Of Today To Accept The Challenge And Responsibility For The Development Of Leaders For The Future"

GEN.

QUESTIONS ?